NEW EMPLOYEES:

RECRUITMENT AND INTRODUCTION

TO

OFFICE OF IMAGERY ANALYSIS

Prepared For:

Director
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Prepared By:

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New Employees: Recruitment and Introduction to OIA

This paper presents the results of the MAG's study on the recruitment process and the development of a favorable attitude by new employees. The study covers the period of time between an individual's first contact with the Agency and the completion of the PI course at Offutt.

The paper is divided into four parts:

(1) the interview

(2) communication

(3) training

(4) the MAG questionnaire

Interview

The interview is one of the first opportunities the prospective employee has to learn about what OIA does. It is also OIA's one chance to form a first-hand opinion of the prospective employee. Thus, the interview is important for both OIA and the prospective employee as a forum to exchange information and create impressions.

Branch chiefs sometimes find it difficult to correlate test results with half-hour interviews. An interviewer could be designated in each division. Also, it might be helpful for OIA or OTR to offer an effective interviewing course to branch chiefs and division chiefs. Both of these options could help the interviewer ask more pertinent questions and more effectively evaluate the answers of the prospective employee.

From the interview and the information given to him, the prospective employee should receive as accurate an impression of this job as possible. An unclassified pamphlet/brochure describing OIA and its role in CIA should be given to the prospective employee. It is this information and their general impression of OIA which determines whether or not the prospective employee decides to continue to pursue a career with OIA.

The present policy of bringing the prospective employee up to OIA and showing him film and a light table is excellent. Hopefully it will be continued. It was also felt that the prospective employee should be told his eligibility as soon after the interview as possible.

[handwritten margin notes: "Option better sounds to me who does OTR offer than is relevant", "Does such a brochure exist? who are security considerations?", "Isn't this done now?", "must be handled carefully for life of costs"]

Communication

Communication between the prospective employee and/or the newly hired employee and OIA is important. Some frustrations and anxieties of the "new people" could be reduced by increased communication. At the same time, this could generate and maintain a positive attitude in the prospective or new employee.

The recommendations that follow primarily affect the OIA personnel and administration officers. They should share the responsibility to see to it that:

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1. The OIA Personnel Officer communicates with new employees prior to their arrival to assist them in making their visits and move to Washington as uncomplicated as possible.

2. Prospective or new employee is given directions [   ] and have parking reserved for their first visit.

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3. New employees should be provided with a list of apartment names that have short-term leases. OIA employees should be canvassed to see who would be willing to have new employees stay in their homes on a temporary basis.

4. A new PI should be told as soon as possible exactly when he is going to Offutt.

5. OIA should have someone designated to be on call during and after working hours to answer any questions that new employees may have.

6. The Personnel Officer should arrange to have new employees introduced throughout OIA. We suggest that the introduction be to small groups of no more than ten people.

Training Through Defense Sensor Interpretation and Application Course (Offutt)

The new employees' introduction to OIA helps to determine their attitude toward the job. In OIA the introductory period is somewhat extended because a person is considered "new" until they complete Offutt.

Some observations and recommendations concerning this period are:

1. The initial introduction varies from branch to branch. It usually consists of one person showing the new person around. How well this is done and what the new employee is told varies widely. Sometimes important information is omitted through oversight. A list of items on which the new person should be informed could be drawn up as a guide for the escort.

2. The new employee should spend some time (maybe half a day) in every branch of each division in OIA. In this manner he can meet other employees and acquire an overall perspective of the work in OIA.

3. Generally the new PI is given no work or projects until he or she returns from Omaha. More frequently the new employee is given keys to study. This is usually a waste of time because a new PI does not know what to study. Moreover, it is extremely boring to study keys all day. New employees should feel useful while they are learning. Here are some suggestions how this might be done.

   a. The new employee could be assigned to assist someone with a project.

   b. An annotated film roll should be prepared on various subjects to familiarize new employees with various subjects, film formats, and equipment.

   c. Simple projects which may not be the responsibility of a given branch or division could be given to the new employee to expose them to different subjects.

Questionnaire

The OIA MAG felt that a questionnaire to all PIs might answer some of the questions that were raised concerning the training of OIA photo interpreters.

First, the general views expressed in the poll are presented. The actual results of the questionnaire follow.

The majority of the PIs feel:

1. The Imagery Interpretor Specialist Course (Lowery) is unnecessary.

2. In-house OIA training in one form or another would be beneficial.

3. Attendance at Offutt should be continued. (Note: Response to this varied widely from division to division.)

4. Attendance at just selected blocks at Offutt is not necessary (i.e., the entire course is preferable). However, most people seemed to favor refresher courses—one or two blocks—after having been away from a subject for some time.

5. Numerical grades from the Offutt course should not become a part of one's personnel file.

For all PIs -- Please answer this questionnaire ASAP and return to your MAG representative.

1. Type of Initial Training Preferred

    A. Lowery Basic PI School
       (10-12 weeks)

       1. Within first few months 6%
       2. Not necessary 80%
       3. Other (specify) 14%

    B. In-house OIA Training

       1. Formal course immediately 12%
       2. Part-time instruction (approximately 4 hrs. with a special-
          ist in each field) with individual self study using annotated
          film roll and key 51%
       3. Not necessary 15.5%
       4. Other (specify) 20.6%

    C. Offutt - Entire Course

       1. Present policy - ASAP 44%
       2. After one year on the job experience 18.6%
       3. After two years 0%
       4. Not necessary 27%
       5. Other (specify) 10%

    D. Offutt - Block(s)

       1. Send PIs just to block(s) pertaining to their job here 41%
       2. Not applicable - They should go to entire course 50%
       3. Other (specify) 8%

2. If OIA continues its present policy of sending people to Offutt, do
   you think that your grade should

    A. become a part of your file. 35%

    B. only state that you pass/failed the course with mention of honor
       graduates. 65%

Any additional comments or suggestions concerning early training:

			ERD	LFD	MSD	TSD	Total
I	Lowery	1	7%	9%	0%	6%	6%
		2	92%	72%	60%	86%	80%
		3	0%	18%	40%	6%	14%
B	In-house	1	6%	33.3%	13%	0%	12%
		2	60%	50%	53%	43%	51.7%
		3	20%	0%	7%	31%	15.5%
		4	13%	16.6%	27%	25%	20.6%
C	Offutt Entire	1	20%	40%	50%	71%	44%
		2	26%	33%	0%	14%	18.6%
		3	0%	0%	0%	0%	0%
		4	53%	0%	43%	14%	27%
		5	0%	26%	7%	0%	10%
D	Offutt Blocks	1	71%	42%	22%	21%	41%
		2	26%	50%	56%	71%	50.9%
		3	0%	7%	22%	7%	7.8%
2	Grade	A	20%	21%	33%	62%	35%
		B	80%	78%	67%	37.5%	65%

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MEMORANDUM FOR:

Mr. Firth,

The OIA MAG group prepared this paper at the request of [   ] We will be available to answer any questions you might have concerning this paper and our group.

Date 19 Jan 1977

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